

Wyoming School Board Association Superintendent Evaluation Model Crosswalk to the Wyoming Education Leader Standards

To demonstrate alignment to the *Wyoming Education Leader Standards*, a system must 1) demonstrate alignment to a majority of the elements within each standard, 2) be aligned to Standard I (*Clear and Consistent Focus on Maximizing the Learning and Growth of All Students*), and 3) align to **five** of the **six** remaining standards. Based upon this crosswalk, the *Wyoming School Board Association Superintendent Evaluation Model* demonstrated alignment to **six** of the **seven** *Wyoming Education Leader Standards*. Using this criteria, the review team concluded that the *Wyoming School Board Association Superintendent Evaluation Model* **is aligned to the Wyoming Education Leader Standards**. Please see Table 1 for an overview of the crosswalk and Table 2 for details of the crosswalk between the *Wyoming School Board Association Superintendent Evaluation Model* and the *Wyoming Education Leader Standards*.

Table 1. Crosswalk Overview

Standard	Number of Elements Aligned	Standard Aligned/Not Aligned
Standard 1	6/8	Aligned
Standard 2	3/6	Not Aligned
Standard 3	6/7	Aligned
Standard 4	4/4	Aligned
Standard 5	4/6	Aligned
Standard 6	4/4	Aligned
Standard 7	5/5	Aligned

Table 2. Detailed Wyoming School Board Association Superintendent Evaluation Model Crosswalk to Wyoming Education Leader Standards

Wyoming Education Leader Standards	Wyoming School Board Association Superintendent Evaluation Model
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Standard 1 – Clear and Consistent Focus on Maximizing the Learning and Growth of All Students	Area 1 – General Responsibilities Area 5 – Planning Responsibilities Area 6 – Instruction Area 10 – Student Services
<p>Key Element A. In collaboration with others and in alignment with district strategic priorities, use appropriate data to establish rigorous, concrete goals in the context of student achievement and instructional programing.</p>	<p>Area 1: General Responsibilities: (2) Recommends a comprehensive planning process to maintain a district wide focus on student achievement and improved instruction.</p> <p>Area 1: General Responsibilities: (4) Provides educational leadership to the Board, Staff, students and community.</p> <p>Area 5: Planning Responsibilities: (1) The Superintendent provides assistance to the Board in setting a “clear direction” for the district by establishing the district vision, mission, goals, and student achievement targets for the instructional program of the district based upon the needs and values of the community.</p>
<p>Key Element B. Ensure the alignment of the assessments to district identified prioritized standards used to track student growth and achievement over time.</p>	<p>Area 5: Planning Responsibilities: (3) The Superintendent provides assistance to the Board to establish yearly expectations for student achievement and regularly monitors progress toward those targets during the school year.</p> <p>Area 6: Instruction: (4) The Superintendent articulates standards that provide the Board a basis for measuring the district’s effectiveness in each program area.</p>
<p>Key Element C. Use multiple data measures appropriately within the technical limitations to monitor students’ progress toward learning objectives to improve instruction.</p>	<p>Area 5: Planning Responsibilities: (4) The Superintendent provides assistance to the Board in updating their goals and student achievement targets on a yearly basis utilizing a thorough review and evaluation process.</p> <p>Area 6: Instruction: (2) The Superintendent promotes the continuous improvement of the district’s instructional program by providing for a system of data analysis and frequent assessment of</p>

	student achievement measures in alignment with the Board's expectations for student achievement.
Key Element D. Ensure a system of accountability for students' academic success and career readiness.	<i>No Alignment</i>
Key Element E. Develop and maintain longitudinal data and communication systems to deliver actionable information for district, school, and classroom improvement.	<i>No Alignment</i>
Key Element F. Lead the implementation of a high-quality student support and assessment system.	<p>Area 6: Instruction: (8) The Superintendent regularly schedules presentations and reports by staff on various assessments of student achievement and instructional programs as requested by the Board.</p> <p>Area 10: Student Services: (1) The Superintendent oversees the establishment of policies and programs to provide services to meet the social, psychological, emotional, and academic needs of the students of the district.</p> <p>Area 10: Student Services: (7) The Superintendent implements district policies to provide guidance services for students.</p> <p>Area 10: Student Services: (9) The Superintendent implements district policies to address the student use and access to library and media services.</p> <p>Area 10: Student Services: (10) The Superintendent implements district policies to provide health screening and services for students.</p>
Key Element G. Ensure high expectations for achievement, growth and equity in opportunities for all students.	Area 6: Instruction: (1) The Superintendent oversees the establishment of the Educational Goals for the district and a process to support continuous improvement of student achievement on an annual basis and over a long-range period.
Key Element H. Work with staff to evaluate and use data to improve student achievement.	Area 5: Planning Responsibilities: (3) The Superintendent provides assistance to the Board to establish yearly expectations for student

	<p>achievement and regularly monitors progress toward those targets during the school year.</p> <p>Area 6: Instruction: (2) The Superintendent promotes the continuous improvement of the district's instructional program by providing for a system of data analysis and frequent assessment of student achievement measures in alignment with the Board's expectations for student achievement.</p>
Standard 2 - Instructional and Assessment Leadership	<p>Area 6 - Instruction</p> <p>Area 10 - Student Services</p>
Key Element A. Focus on student learning by leading the implementation of a rigorous, relevant and prioritized curriculum and assessment system.	<p>Area 6: Instruction: (1) The Superintendent oversees the establishment of the Educational Goals for the district and a process to support continuous improvement of student achievement on an annual basis and over a long-range period.</p> <p>Area 6: Instruction: (11) The Superintendent recommends and implements policy on curriculum, instruction, and selection of instructional materials and equipment.</p>
Key Element B. Work collaboratively to implement a common instructional framework that: Aligns curriculum with teaching, assessment, and learning AND Guides teacher conversation, practice, observation, evaluation, and feedback.	No Alignment
Key Element C. Recognize a full range of pedagogy and monitor the impact of instruction.	No Alignment
Key Element D. Ensure that there is differentiation, personalization, intellectual stimulation, collaboration, authenticity, and recognition of student strengths in instructional practice.	No Alignment
Key Element E. Promote the effective uses of technology to support teaching and learning.	<p>Area 6: Instruction: (5) The Superintendent promotes the use of technology and its uses to enhance the district's curricular and instructional programs.</p> <p>Area 10: Student Services: (8) The Superintendent implements</p>

	district policies to address the student use and access to technology.
Key Element F. Ensure the use of formative assessment data to inform instruction.	Area 6: Instruction: (2) The Superintendent promotes the continuous improvement of the district's instructional program by providing for a system of data analysis and frequent assessment of student achievement measures in alignment with the Board's expectations for student achievement.
Standard 3 - Developing and Supporting a Learning Organization	Area 2 – Board Relations Area 6 – Instruction Area 8 – Personnel Area 13 – Leadership
Key Element A. Effectively lead the implementation of a high-quality educator support and evaluation system that advances the professional growth of their staff.	Area 8: Personnel: (2) The Superintendent supervises directly and/or through delegation the recruitment, selection, assignment, evaluation, and professional growth opportunities for all district personnel. Area 8: Personnel: (8) The Superintendent develops a systematic plan for evaluating the performance of all district personnel.
Key Element B. Have a solid understanding of adult learning and ensure that all adults have the knowledge, skills, and dispositions necessary to promote student success.	Area 6: Instruction: (7) The Superintendent assigns staff to instructional areas to maximize their positive impact on the instructional program and informs the Board. Area 8: Personnel: (2) The Superintendent supervises directly and/or through delegation the recruitment, selection, assignment, evaluation, and professional growth opportunities for all district personnel.
Key Element C. Create and/or support collaborative learning organizations to foster improvements in teacher practices and student learning.	No Alignment
Key Element D. Guide implementation of improvement initiatives and provide the time and support for these initiatives to achieve desired outcomes.	Area 6: Instruction: (1) The Superintendent oversees the establishment of the Educational Goals for the district and a process to support continuous improvement of student achievement on an annual basis and over a long-range period.

Key Element E. Lead the evaluation of new and existing programs as part of a continuous improvement process.	Area 6: Instruction: (1) The Superintendent oversees the establishment of the Educational Goals for the district and a process to support continuous improvement of student achievement on an annual basis and over a long-range period.
Key Element F. Cultivate the ability of teachers and other members of the community to become leaders by providing assistance and leadership opportunities.	Area 2: Board Relations: (10) The Superintendent facilitates board development leadership training in a variety of ways. Area 8: Personnel: (11) The Superintendent delegates authority to staff members, as appropriate. Area 13: Leadership: (6) The Superintendent develops leadership by entrusting and sharing.
Key Element G. Facilitate high functioning groups of faculty and staff.	Area 6: Instruction: (9) The Superintendent oversees the development and implementation of the staff development programs of the district dedicated to improving the performance of district staff and the achievement of district goals.
<i>Standard 4 - Vision, Mission, and Culture</i>	<i>Area 3 - Policy</i> <i>Area 4 - Meetings</i> <i>Area 5 - Planning Responsibilities</i> <i>Area 10 - Student Services</i> <i>Area 13 - Leadership</i>
Key Element A. Use relevant data and collaborate with members of the school, district, and community to create and endorse a vision for the achievement of every student.	Area 13: Leadership: (5) The Superintendent demonstrates a bias for action and promotes “big picture” thinking. Area 13: Leadership: (20) The Superintendent demonstrates the use of data and research to drive decisions and policies.
Key Element B. Articulate, advocate, and cultivate core values that define the school’s and district’s culture.	Area 10: Student Services: (1) The Superintendent oversees the establishment of policies and programs to provide services to meet the social, psychological, emotional, and academic needs of the students of the district.

	<p>Area 10: Student Services: (5) The Superintendent implements district policies to address the services for at-risk students.</p> <p>Area 10: Student Services: (6) The Superintendent implements district policies to address the services for children with special needs.</p> <p>Area 10: Student Services: (11) The Superintendent provides for the direction and supervision of co-curricular and extra-curricular student activities programs for the students of the district.</p>
Key Element C. Create and maintain a positive climate with a trusting, safe environment that promotes effective student learning and adult practice.	<p>Area 10: Student Services: (2) The Superintendent directs the establishment of policies and procedure to provide a safe and orderly climate for students in district schools and to provide for appropriate control of students when they are on school property or at school sponsored events.</p> <p>Area 10: Student Services: (3) The Superintendent directs the development and implementation of comprehensive crisis plan to deal with possible health and safety emergencies.</p>
Key Element D. Collaboratively evaluate the mission and vision, modifying them based on changing intentions, opportunities, demands, and positions of students, staff, and community.	<p>Area 3: Policy: (4) The Superintendent develops rules, regulations and procedures necessary to implement the Board's policy.</p> <p>Area 3: Policy: (5) The Superintendent identifies policy areas which the Board should revise, rewrite, or repeal as needs of the district or laws and regulations change.</p> <p>Area 4: Meetings: (3) The Superintendent identifies areas of business for the Board Chairman which the Board should address at meetings.</p> <p>Area 5: Planning Responsibilities: (1) The Superintendent provides assistance to the Board in setting a "clear direction" for the district by establishing the district vision, mission, goals, and student</p>

	achievement targets for the instructional program of the district based upon the needs and values of the community.
Standard 5 - Efficient and Effective Management	<p>Area 1 – General Responsibilities</p> <p>Area 2 – Board Relations</p> <p>Area 4 – Meetings</p> <p>Area 6 – Instruction</p> <p>Area 7 – Budget/Finance</p> <p>Area 8 – Personnel</p> <p>Area 9 – Labor</p> <p>Area 11 – Facilities/Transportation/Food Services</p>
Key Element A. Recruit, hire, support, develop, and retain effective and caring teachers and other professional staff and form them into an effective team.	<p>Area 1: General Responsibilities: (3) Coordinates the operation of the schools, supervision of the instruction programs and management of district personnel.</p> <p>Area 6: Instruction: (9) The Superintendent oversees the development and implementation of the staff development programs of the district dedicated to improving the performance of district staff and the achievement of district goals.</p> <p>Area 8: Personnel: (1) The Superintendent recommends to the Board the employment or dismissal of all certificated and classified staff.</p> <p>Area 8: Personnel: (2) The Superintendent supervises directly and/or through delegation the recruitment, selection, assignment, evaluation, and professional growth opportunities for all district personnel.</p> <p>Area 8: Personnel: (3) The Superintendent recommends the number of type of positions needed for the effective operation of the schools and the district.</p>

	<p>Area 8: Personnel: (4) The Superintendent oversees the assignment, transfer or reassignment of personnel in a way that helps secure the highest efficiency of the staff.</p> <p>Area 8: Personnel: (8) The Superintendent develops a systematic plan for evaluating the performance of all district personnel.</p> <p>Area 8: Personnel: (9) The Superintendent recommends personnel policies necessary and beneficial for the efficient operation of the school district for consideration by the Board of Trustees.</p> <p>Area 8: Personnel: (10) The Superintendent supervises administrators through an annual performance plan.</p> <p>Area 9: Labor: (6) The Superintendent administers contracts or agreements as appropriate.</p>
<p>Key Element B. Facilitate the adaptation and monitoring of operational systems and processes to ensure a high-performing organization that includes clear expectations, structures, rules, and procedures for effective and efficient operations focused on high-quality teaching and learning.</p>	<p>Area 1: General Responsibilities: (3) Coordinates the operation of the schools, supervision of the instruction programs and management of district personnel.</p> <p>Area 2: Board Relations: (3) The Superintendent plans effectively for board meetings.</p> <p>Area 8: Personnel: (2) The Superintendent supervises directly and/or through delegation the recruitment, selection, assignment, evaluation, and professional growth opportunities for all district personnel.</p> <p>Area 8: Personnel: (3) The Superintendent recommends the number of type of positions needed for the effective operation of the schools and the district.</p>

	<p>Area 8: Personnel: (4) The Superintendent oversees the assignment, transfer or reassignment of personnel in a way that helps secure the highest efficiency of the staff.</p> <p>Area 8: Personnel: (5) The Superintendent oversees the development of job descriptions for all positions.</p> <p>Area 8: Personnel: (9) The Superintendent recommends personnel policies necessary and beneficial for the efficient operation of the school district for consideration by the Board of Trustees.</p>
Key Element C. Limit the number of initiatives and ensure that whatever programs and strategies are implemented in their school and district are supported by the best research available and are aligned to school and district plans.	<i>No Alignment</i>
Key Element D. Use appropriate strategies to guide their organizations through change (e.g. first- and second-order change strategies).	<i>No Alignment</i>
Key Element E. Support the learning of all students by appropriating and regulating monetary, human and material supplies, time, equipment, technology, and alliances with school and district goals.	<p>Area 6: Instruction: (10) The Superintendent proposes a school calendar that promotes improved student achievement and effective staff development programs to the Board for the school year.</p> <p>Area 7: Budget/Finance: (1) The Superintendent prepares reports for the Board that detail both short-range and long-range projections of revenues and expenditures for consideration in budget preparation.</p> <p>Area 7: Budget/Finance: (2) The Superintendent prepares a detailed preliminary budget based on the Board's goals, priorities, and expectations.</p> <p>Area 7: Budget/Finance: (4) The Superintendent recommends a final budget, which considers the short-range and long-range revenue and expenditure projections and is matched to the Board's goals, priorities, and expectations, to the Board for</p>

	<p>consideration and approval.</p> <p>Area 7: Budget/Finance: (5) The Superintendent administers the budget assuring that the expenditures of district funds are within the legal requirements of the budget.</p> <p>Area 7: Budget/Finance: (6) The Superintendent acts as a resource to the Board during the annual review of the district audit and any finding that may need to be addressed.</p> <p>Area 9: Labor: (5) The Superintendent recommends a schedule of salaries and benefits to the Board for its consideration.</p> <p>Area 11: Facilities/Transportation/Food Services: (1) The Superintendent directs the preparation of a Master Plan for district facilities for the approval of the Board and updates the Board frequently about all plans and specifications related to the modification and or construction of schools or district facilities.</p> <p>Area 11: Facilities/Transportation/Food Services: (2) The Superintendent provides for the upkeep of facilities and maintenance of equipment.</p> <p>Area 11: Facilities/Transportation/Food Services: (3) The Superintendent directs the development of long-range plans for preventive maintenance of buildings, grounds and equipment.</p> <p>Area 11: Facilities/Transportation/Food Services: (4) The Superintendent recommends and supervises the public use of buildings, facilities and equipment.</p> <p>Area 11: Facilities/Transportation/Food Services: (5) The Superintendent supervises the transportation services of the district, assigning staff as appropriate.</p>
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	<p>Area 11: Facilities/Transportation/Food Services: (6) The Superintendent serves as the custodian of all property, real or personal, owned, leased or borrowed by the district; and lends, exchanges, transmits or receives such property only in accordance with approval of the Board.</p> <p>Area 11: Facilities/Transportation/Food Services: (7) The Superintendent supervises the food services program, assigning staff as appropriate.</p>
Key Element F. Ensure the expectation that students, staff, and the school/district engage persistently within the guidelines of federal, state, and local laws, policies, regulations, and statutory requirements.	<p>Area 1: General Responsibilities: (1) As the chief executive officer of the Board, the Superintendent implements Board policies and directives.</p> <p>Area 2: Board Relations: (2) The Superintendent develops in cooperation with the Board Chairman an agenda for each board meeting and sees that all Board meeting and actions are legally conducted and communicated to the public.</p> <p>Area 4: Meetings: (2) The Superintendent assures compliance with all legal requirements relative to the posting of notices and maintenance of meeting records.</p> <p>Area 4: Meetings: (7) The Superintendent assures that board meetings, including executive sessions, meet the requirements of the law.</p>
Standard 6 - Ethics and Professionalism	<p>Area 1 – General Responsibilities</p> <p>Area 2 – Board Relations</p> <p>Area 4 – Meetings</p> <p>Area 8 – Personnel</p> <p>Area 13 – Leadership</p>
Key Element A. Lead with integrity.	Area 8: Personnel: (7) The Superintendent fosters good working relationships with staff members and deals with personnel matter

	<p>in an objective and professional manner.</p> <p>Area 13: Leadership: (3) The Superintendent maintains high standards of ethics, honesty and integrity in all personal and professional matters.</p> <p>Area 13: Leadership: (15) The Superintendent accepts responsibility, does not “pass the buck.”</p>
Key Element B. Establish a culture in which ethical behavior is expected and practiced by all faculty, staff, students, and volunteers.	<p>Area 13: Leadership: (4) The Superintendent models education values for students, staff, Board, and community.</p> <p>Area 13: Leadership: (16) The Superintendent is considered trustworthy by others.</p> <p>Area 13: Leadership: (17) The Superintendent inspires loyalty and team effort.</p> <p>Area 13: Leadership: (18) The Superintendent inspires in others the highest professional standards.</p> <p>Area 13: Leadership: (19) The Superintendent demonstrates emotional stability and poise in all situations.</p>
Key Element C. Contribute to district and state initiatives.	<p>Area 1: General Responsibilities: (6) Keeps the Board aware of statewide and national developments and charges.</p> <p>Area 1: General Responsibilities: (7) Continually upgrades his/her professional knowledge and qualifications through membership and participation in professional associations, conferences, and workshops.</p> <p>Area 13: Leadership: (23) The Superintendent maintains professional development by reading, course work, conference attendance, participation on professional committees, visiting other districts, and meeting other superintendents.</p>

<p>Key Element D. Evaluate the potential ethical, legal, and precedent-setting consequences of decision-making.</p>	<p>Area 1: General Responsibilities: (8) The Superintendent represents the district in its dealings with other school systems, conferences, legislative matters, legal matters, institutions, agencies, community organizations, and the public.</p> <p>Area 2: Board Relations: (5) The Superintendent offers recommendations for Board action on agenda items based upon thoughtful study and analysis, serving in an advisory capacity.</p> <p>Area 4: Meetings: (2) The Superintendent assures compliance with all legal requirements relative to the posting of notices and maintenance of meeting records.</p> <p>Area 13: Leadership: (12) The Superintendent considers implications and options before making recommendations and/or decisions.</p>
<p>Standard 7 - Communication and Community Engagement</p>	<p><i>Area 1 – General Responsibilities</i> <i>Area 2 – Board Relations</i> <i>Area 6 – Instruction</i> <i>Area 7 – Budget/Finance</i> <i>Area 8 – Personnel</i> <i>Area 9 - Labor Relations</i> <i>Area 12 – Community Relations</i> <i>Area 13 – Leadership</i></p>
<p>Key Element A. Advocate and effectively communicate with a range of stakeholders, from students and teachers to parents and members of the larger community, including media, to advance the organization’s vision and mission.</p>	<p>Area 1: General Responsibilities: (5) Identifies needs of the district and reports them to the Board.</p> <p>Area 8: Personnel: (6) The Superintendent serves as the Board’s liaison with staff and strives to create open and honest relations among staff members.</p> <p>Area 12: Community Relations: (2) The Superintendent serves as the Board’s liaison with appointed advisory committees.</p>

	<p>Area 12: Community Relations: (5) The Superintendent makes recommendations to the Board for resolution of community issues/complaints that cannot be solved at the administrative level.</p> <p>Area 13: Leadership: (13) The Superintendent anticipates public reaction to recommendations and/or decisions.</p> <p>Area 13: Leadership: (14) The Superintendent appears to meet crises effectively.</p> <p>Area 13: Leadership: (22) The Superintendent demonstrates the ability to work in a cooperative manner with all groups.</p>
<p>Key Element B. Implement and maintain policies to establish working relationships with the community and media to garner support and build consensus for school and district goals.</p>	<p>Area 1: General Responsibilities: (8) The Superintendent represents the district in its dealings with other school systems, conferences, legislative matters, legal matters, institutions, agencies, community organizations, and the public.</p> <p>Area 6: Instruction: (3) The Superintendent conducts a continuous evaluation of the needs of the district utilizing input from staff, students and community as appropriate.</p> <p>Area 7: Budget/Finance: (3) The Superintendent utilizes a budget development process that allows for input to the Board from staff, students, parents, and the community in the budget review and preparation process.</p> <p>Area 12: Community Relations: (1) The Superintendent maintains visibility in the community and informs and interprets school programs and activities to the community and news media.</p> <p>Area 12: Community Relations: (3) The Superintendent establishes and maintains a sound working relationship with the news media,</p>

	utilizing any public service opportunities for the betterment of education within the school community.
Key Element C. Use community engagement efforts to identify and share successes and to address challenges for the benefit of students.	<p>Area 6: Instruction: (3) The Superintendent conducts a continuous evaluation of the needs of the district utilizing input from staff, students and community as appropriate.</p> <p>Area 7: Budget/Finance: (3) The Superintendent utilizes a budget development process that allows for input to the Board from staff, students, parents, and the community in the budget review and preparation process.</p> <p>Area 12: Community Relations: (1) The Superintendent maintains visibility in the community and informs and interprets school programs and activities to the community and news media.</p> <p>Area 12: Community Relations: (3) The Superintendent establishes and maintains a sound working relationship with the news media, utilizing any public service opportunities for the betterment of education within the school community.</p> <p>Area 12: Community Relations: (4) The Superintendent is knowledgeable of and sensitive to the various constituencies and demographics within the district.</p> <p>Area 13: Leadership: (24) The Superintendent has actively solicited input from the administrative staff regarding his leadership and management of the district.</p>
Key Element D. Are easily approached, available, and inviting to students, staff, and community.	<p>Area 2: Board Relations: (6) The Superintendent is responsive to Board requests for information and directives.</p> <p>Area 9: Labor: (3) The Superintendent provides for input from those affected by the decision in development of salary and benefits proposals.</p>

	<p>Area 9: Labor: (4) The Superintendent promotes good relations with staff in development of salary and benefit recommendations.</p> <p>Area 12: Community Relations: (1) The Superintendent maintains visibility in the community and informs and interprets school programs and activities to the community and news media.</p> <p>Area 13: Leadership: (7) The Superintendent evidences a genuine sense of humor.</p> <p>Area 13: Leadership: (11) The Superintendent displays an image of confidence.</p>
Key Element E. Are intentional about considering improvement ideas from outside the school system.	<p>Area 1: General Responsibilities: (9) The Superintendent maintains effective relationships with legislative representatives, department of education personnel, and other members of the educational community.</p> <p>Area 9: Labor: (1) The Superintendent supervises salary, benefits, and working condition issues with recognized employee groups and assists the Board in related settlements.</p> <p>Area 13: Leadership: (2) The Superintendent listens well to opposing viewpoints.</p> <p>Area 13: Leadership: (8) The Superintendent knows how and when to ask for help.</p> <p>Area 13: Leadership: (25) The Superintendent has made it possible for patrons of the district to comment on his/her stewardship of the district.</p>

